

**Minutes of the Board of Regents
of the Uniformed Services University of the Health Sciences**

**Meeting No. 151
May 20, 2005**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 20, 2005, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 9:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Otis W. Brawley, M.D., Member
Sharon A. Falkenheimer, M.D., M.P.H., Member
Ikram U. Khan, M.D., Member
Vinicio E. Madrigal, M.D., Member
Lawrence C. Mohr, M.D., Member
Larry L. Laughlin, M.D., Ph.D., Interim President and Dean, School of Medicine, USU
David N. Tornberg, M.D., representing the Assistant Secretary of Defense, Health Affairs
RADM Sam S. Shekar, representing the Surgeon General of the United States
RADM Carol I. Turner, representing the Surgeon General, U.S. Navy
COL Thomas M. Fitzpatrick, representing the Surgeon General, U.S. Army
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
CDR Louis A. Damiano, representing the Commander, National Naval Medical Center
John E. Baker, General Counsel, USU

AWARD PRESENTATIONS

Following welcoming remarks, Mr. Alvarez and Dr. Laughlin presented the University Medal to General Thomas R. Morgan, USMC (Ret). General Morgan is the appointed Military Advisor to the USU Board of Regents, and the University continues to benefit from his ongoing service.

Mr. Alvarez and Lt Col Paul Hemmer, President, Faculty Senate, presented the Carol J. Johns, M.D., Medal to Eric S. Marks, M.D. This medal honors a faculty member whose accomplishments emulate Doctor Johns' spirit by furthering the welfare and excellence of the USU faculty, by promoting outstanding educational programs for students, and by advancing the reputation of the University.

MATTERS OF GENERAL CONSENT

Mr. Alvarez presented the Consent Calendar following a reminder that any item of consent can be extracted for clarification or discussion:

Tab	7	Minutes, Committee of the Whole, February 7, 2005
Tab	8	Minutes, Board of Regents Meeting, February 8, 2005
Tab	44	Report to the Board, Office of Review and Evaluation
Tab	45	Report to the Board, Teaching and Research Support
Tab	46	Report to the Board, Graduate Medical Education
Tabs	47	Report to the Board, Continuing Education for Health Professionals
Tab	48	Report to the Board, General Counsel
Tab	49	Report to the Board, Alumni Affairs
Tab	50	Report to the Board, University Affairs
Tab	51	Report to the Board, U.S. Military Cancer Institute

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of both aforementioned meetings and accept, as submitted, reports presented to the Board for information.

Mr. Baker, Acting Executive Secretary, noted for the record the Board's decision to establish an annual Board of Regents award for the outstanding student in both the Graduate School of Nursing and the University's Graduate Education programs. These awards were initiated by the Board's Executive Committee in February 2005 and ratified by the full Board electronically.

BOARD COMMITTEE REPORTS

Administrative Oversight

Dr. Mohr reviewed the substance of each of the descriptive and policy documents with which the committee has been concerned. He also pointed out that the changes noted in the most recent edition of four of the documents are more a matter of form than of substance. The documents are:

- Presidential Job Description
- Presidential Performance Goals
- Policy Statement: Assessment, USU President
- Policy Statement: Board Responsibilities

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the documents as edited.

The committee is currently working on a broad evaluation of the process used by the University in its national search for a new president. An initial report and Board discussion will occur at the Summer Meeting in July 2005.

Annual Report to the Secretary of Defense

Dr. Falkenheimer presented a final draft of the 2005 Annual Report, which focuses on the University's military unique curriculum. If the report is approved, she asked that Regents sign the accompanying letter before leaving.

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the 2005 Annual Report to the Secretary of Defense as presented.

Mr. Alvarez thanked Dr. Falkenheimer for the great amount of time and effort spent on the report, and requested that possible topics for 2006 be outlined for discussion at the Summer Meeting.

INTERIM PRESIDENT'S REPORT

Dr. Laughlin's report included the following points:

- Dr. Charles Rice, USU President-select, will formally arrive July 1, 2005. For the past several months, Dr. Rice has been a volunteer at the University one or two days a week.
- The DoD Directive governing the University is being revised. The role of the Board of Regents concerning academic oversight remains unchanged. The membership of the USU Executive Committee may well increase. The committee currently consists of the surgeon general of each military service.
- The Armed Forces Radiobiology Research Institute will be fully incorporated into USU at the beginning of the 2006 fiscal year. The Board will assume responsibility for the institute's academic oversight and its director, Colonel Jarrett, will report quarterly to the Board as do both deans.
- The University has set up a formal oversight system for money received from Congress for specific research programs and institutes.
- Colonel Serio will retire as Brigade Commander in September 2005. CAPT John Rumbaugh, MSC, USN, who has served in several joint commands, has been selected as USU's new Brigade Commander.

DEANS' REPORTS

School of Medicine

Dr. Laughlin announced the selection of Col Kenneth Tashiro, USAF, MC, as Commandant, School of Medicine. Col Tashiro is an alumnus of USU.

CAPT Trueman Sharp, MC, USN, has been appointed Chair, Department of Military and Emergency Medicine. CAPT Sharp will arrive on campus in September 2005.

Other topics covered by Dr. Laughlin included the following:

- The School of Medicine is involved in two studies aimed at measuring the results of its educational process:
 - A long-term outcomes study, which is gathering information on graduates over the entirety of their careers, and
 - A short-term outcomes study, which is evaluating whether USU's graduates are successful interns.

- Applications to the School of Medicine have decreased almost six percent over the same time period last year. Even with this decline, however, there are still about ten applicants for each class slot, and those selected for the Class of 2009 are as qualified as previous matriculants.

Graduate School of Nursing

Dr. Walker's report included summaries of the following topics:

- Two current faculty searches in the Graduate School of Nursing
- The increasing Navy enrollment in nursing education at the University from 1996 to 2007
- Faculty research activity by grant category
- Doctoral program activity
 - Ten applications have been received for 2005
 - Three inaugural full time students are on schedule with dissertations
 - A Memorandum of Agreement has been signed with the DoD Patient Safety Center
- Increased interest by other Federal agencies in using the distance learning facilities established by the Graduate School of Nursing

BOARD ACTIONS

Degree Granting – School of Medicine

Dr. Laughlin presented for certification the Class of 2005. Each of the 165 students therein has completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degree of Doctor of Medicine on each member of the Class of 2005 as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

It is noted for the record that the chair recused himself from the preceding vote as it pertained to his son, ENS Bryan T. Alvarez, MC, USN.

The following four students from the Class of 2005 have not satisfactorily completed the necessary requirements: ENS George Cowan, MC, USNR; 2d Lt Manuel Núñez, USAFR, MSC; 2LT David Waite, MS, USAR; and 2d Lt Gregory Williams, USAFR, MSC. The Board, in accordance with its decision of August 2002, delegates graduation authority for the above named matriculants to the Dean, School of Medicine.

Degree Granting – Graduate School of Nursing

Dr. Walker presented the names of all nursing students who will be graduating in 2005. Eight students in the Family Nurse Practitioner Program and eight students in the Perioperative Clinical Nurse Specialist Program are scheduled to complete instruction for their respective Master of Science in Nursing degrees on May 21, 2005. The 18 Nurse Anesthesia students, following completion of their requirements, will be brought before the Board for certification in

November 2005. Although all the Graduate School of Nursing students “walk” in the May ceremony, they do not receive degrees until program requirements are completed.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Walker and, based upon successful completion of program requirements, recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

Degree Granting – Graduate Education

Dr. Laughlin presented for certification 39 candidates to receive graduate degrees in the biomedical sciences: one to receive a Doctor of Public Health, six to receive a Doctor of Philosophy, one to receive a Master of Science, two to receive a Master of Science in Public Health, one a Master of Comparative Medicine, one a Master of Tropical Medicine and Hygiene, and 27 a Master of Public Health.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the Committee of Appointments, Promotion and Tenure at a meeting on April 12, 2005. Thirteen individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Walker presented a recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on March 15, 2005. It was recommended that Dorraine Watts, Ph.D., be appointed to the rank of associate professor (without tenure).

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the Committee as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Award Ratification

Dr. Madrigal presented for ratification the Distinguished Service Medal nomination brought before the Committee of the Whole and passed on May 19, 2005.

Upon motion duly made and seconded, the Board

Voted by voice vote: To ratify the action as presented by Dr. Madrigal.

PRESENTATION: ETHICS CURRICULA AT USU

The components of ethics education in USU's graduate nursing programs were presented by Dr. Elberson, Associate Dean:

- Aim is to develop critical thinking skills concerning ethical decision making
- Lectures and seminars are enhanced by online discussions and learning activities
- Content can be grouped into five areas
 - Clinical, which includes topics such as infectious disease control, genetics, and the rights of minors
 - Public Health, which covers traditions and values other than one's own, current events and homeland defense
 - Organizational, which includes medical errors, health system reform, policies and codes, and patient rights
 - Deployment, which covers rules of engagement and force protection
 - Health Care, which considers human rights in research, honesty and confidentiality, and diversity.

Following discussion, Dr. Howe, Director, Programs in Medical Ethics, presented an overview of the medical school's ethics curriculum:

- Course objectives include the ability to identify ethical issues, identify moral issues and learn moral reasoning
- Small discussion groups led by USU faculty follow each session
- Topics covered include ethical conflicts concerning infants and children, human research, military physicians' unique dilemmas and obligations, medical students' unique dilemmas and obligations, ethical questions concerning genetic screening, and difficulties in deciding how to allocate limited resources

Dr. Howe entertained questions, many of which centered on events at Abu Ghraib in Iraq and other incidents of prisoner abuse. The ethical issues in military medicine are not unique to current events.

PRESENTATION: NURSING SCIENCE

Dr. Walker's remarks focused on the unique attributes of research in nursing and included the following points:

- In 2006, USU will award its first Ph.D. degrees in nursing
- Areas of initial research include
 - Physiological measures of stress in the context of fitness
 - Equity issues concerning infant screening for cystic fibrosis
 - Pain management in amputee populations
- Nursing studies traditionally have been based in the behavioral and social sciences as opposed to biomedical research
- Nursing science transcends disciplines and often focuses on life span issues; additionally, it has long been concerned with disparities in care due to socio-demographic variables
- Research in nursing often contains an array of methodological approaches rather than a single experimental approach
- Nursing science is young - stemming perhaps from 1955, but promoted into "acceptable" biomedical research largely due to the Institute of Medicine around 1980

- National Center for Nursing Research was created in 1986 at the National Institutes of Health ; it became the National Institute of Nursing Research in 1991
- Nursing research has been a major contributor in areas such as
 - Patient safety
 - Pain management, and the importance of pain relief
 - Transitional care
- The Graduate School of Nursing is already blending research across traditional lines; its goals include further collaboration with the School of Medicine and the establishment of interdisciplinary teams to develop research questions

PRESENTATION: OUTCOME STUDY OF USU GRADUATES

Dr. Cohen presented an overview of a survey-based study which will describe and quantify the career accomplishments of USU graduates from 1980 - 1999. The following points were included in his remarks:

- Earlier studies by the General Accounting Office (1995) and the Center for Naval Analyses (2002) documented longer retention for USU graduates but could not measure their contributions to military medicine
- The current study proposes to develop a database quantifying accomplishments of University graduates and to establish a long-term tracking mechanism
- When possible, USU graduates will be compared to accessions from other sources
- Outcomes information is useful for
 - Assessing correlations of “inputs” to “outcomes”
 - Providing information for improving the University’s admissions procedures, student promotions and selection for graduate medical education
- Career information is maintained by each service and is not uniformly available
- A contract has been awarded to ASR Analytics, LLC, to provide technical support

AWARD PRESENTATIONS

Mr. Alvarez and Dr. Laughlin presented the 2005 Board of Regents Awards, which represent the University’s highest honors. The 2005 recipients are:

- Major Michael Gladu, NC, USA, USU Graduate School of Nursing
- Clifton Dalgard, Ph.D. Candidate, Neuroscience, USU School of Medicine Graduate Program
- 2nd Lt Sven Hochheimer, USAFR, MSC, USU School of Medicine

2nd Lt Hochheimer also received an award from the Department of Surgery, presented by Colonel David Burris, Interim Chair.

UNIVERSITY REPORTS

Executive Report: Budget

Mr. Rice’s budget report included the following:

- The overall Operations and Maintenance budget is currently \$96,690,000 and obligations stand at 56 percent
- Top priorities have been funded in the amount of about \$294,000 from the list provided by the Equipment and Unfunded Requirements Review Committee

- The University's Committee for Laboratory Renovations recommended 11 laboratories for renovation. There are currently 68 laboratories in the funding/design/construction process
- A pool of approximately \$650,000 has again been set aside to reward outstanding faculty and staff
- The University has asked the Tricare Management Activity for additional funding to help cover costs in four areas:
 - The Clinical Skills Assessment Examination
 - Student travel expenses for mandatory clerkships
 - Military Training Network
 - Two percent pay raise increase

Standing Report: Student Management

Dr. MacDonald reported the results from the Association of American Medical Colleges Medical School Graduation Questionnaire, in which students are asked to rate statements concerning their experience throughout medical school. Compared to ratings for all medical schools combined, USU students consistently rated their experience more positively. Ninety-eight percent of the Class of 2004 were "satisfied" or "very satisfied" with the quality of their medical education, as compared to a rating of 89 percent for all medical schools combined.

Standing Report: Admissions, Graduate School of Nursing

Dr. Walker reported that 45 students have been admitted to masters programs beginning in June 2005, bringing the school's total fall enrollment to 145. Discussion followed concerning clinical training sites.

Standing Report: Recruitment and Diversity Affairs

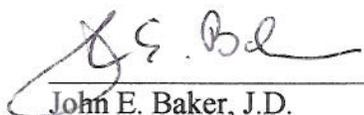
CAPT Macri described a new Navy initiative focused on increasing diversity in its professional programs. Initial plans involve garnering candidates from the enlisted population. CAPT Macri hopes to involve the University in these plans.

ADJOURNMENT

There being no further business, Mr. Alvarez adjourned the meeting at 2:30 p.m.

SUBMITTED:

APPROVED:



John E. Baker, J.D.
Acting Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor